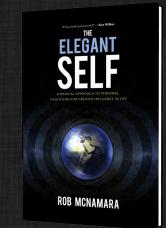


# ROBERT KEGAN 3RD & 4TH ORDER WORK DEMANDS



# **SOCIALIZED MIND**

# **SELF-AUTHORING MIND**

#### **External Governance of Work**

- My work is owned and governed by the employer.
- The job I do belongs to the company.
- My job is what I do while I am at work.
- I follow the direction of my boss, supervisor and/or senior employees.
- I follow the cultural norms and values of the company.
- I stand for conformity both in myself and in others.
- I am controlled by my bosses expectations.
- My job is to win my bosses approval.
- My role is who I am.

#### Guided By Authority and or Tradition

- I depend upon others to frame the problem, challenges and adjustments needed.
- I need others to validate me and my work when things are going acceptably well.

#### **Cultural Visions & Expectations**

- I am held captive by and organized by the bosses or culture's vision.
- Popularity and/or loyalty governs my behavior.

#### Management is Control

- The essence of management is controlling others to regulate myself.
- People around me are responsible for preserving my boundaries and expectations.

# Responsibility Belongs Outside of Self

- My present circumstances are caused by someone else and the environment I am in.
- Future possibilities for me are governed by the culture of my surroundings.

# Apprentice

- I imitate or apprentice others with more experience then me.
- My way of performing at work is found in the culture and people around me.

#### Perspective

- I see the organization from my place, from the "inside out."
- I am a representative of my position. The organization is supposed to get me from my position.

#### Internal Ownership of Work

- I invent or own my own work.
- My job belongs to me and I always have some influence and control over how I work.
- My job is part of who I am and I also distinguish between the role and the person.
- The most trustworthy source of direction comes from within me.
- I treat the business as if it were my own.
- I create, author and act upon my own values.
- I stand for my autonomy and independence
- I support and challenge others to stand for their own autonomy and independence.
- I am conscious of but uncontrolled by the expectation of my bosses.
- I recognize I am not in my job simply to seek approval from my bosses.

#### Inner Guided Self-Evaluating

- I author a theory or philosophy that establishes value. I generate value from within.
- I possess an internal standards and principles enabling me to self-correct.
- Value creation enables me to self-assess and self-initiate.

#### **Self-Generated Vision**

- I am guided by my own visions, agendas and expectations at work.
- I can regulate or manage loyalties, relationships, expectations, values, beliefs and convictions.
- Conflicting visions and agendas can be prioritized, ordered and mediated.

## Management is a Reflection of Self-Control

- The essence of management is self-control. I discern between social and personal power.
- Boundaries that I maintain socially reflect the internal boundaries I maintain internally.

# Personal Responsibility

- I am more or less responsible for what happens to me internally and externally at work.
- I see how I create my own internal states and am responsible for my feelings.
- Future possibilities are a function of my self-directed vision.
- Disciplined execution of priorities creates the environment and results needed and desired.

## Mastery

- I create and innovate my role, my work processes and the productions that follow from my own internal authority and self-directing vision.

# Multi-Perspectival

- I can see the organization from my position, but I can also see how all the parts relate to the whole. I can conceive of the organization from the "outside in."
- I have an global, institutional systems orientation.

Additional Commentary for Chapter 2: Mental Development

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